

RISK MANAGEMENT

INDEX OF ARTICLES — 1995

GENERAL RISK/ INDUSTRY SPECIFIC

A Case Study: Assessing Risk Systematically

January, pg. 12, J. Barry Leonard
How Illinois Power established a company-wide system to assess risks, educate employees and generate information for making better decisions concerning corporate risks.

The Downside of Downsizing

January, pg. 18, Russ Banham
From lawsuits claiming unfair employment practices to low employee morale, tort claims and fidelity losses—risk managers and their chief executives face a plethora of unanticipated risks from corporate downsizing. But those who understand the new corporate minimalism can temper their losses.

Equipment Integrity Is Essential to Risk Management

January, pg. 35, Helmut Thielsch and Florence Cone
While all plant equipment is subject to daily wear and tear, there are measures to identify and prevent equipment failures that cause plant closures, injury and loss of life as well as environmental damage.

Cindynics: The Science of Danger

March, pg. 34, George-Yves Kervem
Cindynics is a holistic management philosophy with a global approach to hazards and perils. Through cindynics, the future of risk management lies in scientific analysis of the risks threatening a company's financial and physical assets.

A RIMS Presidential Forum

April, pg. 32, Lucille Gallagher and William Kelly
RIMS President Lucille "Lucky" Gallagher discusses the many accomplishments of the RIMS chapters, committees and staff over the past year, and incoming President William Kelly offers some insights into the Society's goals for the next 12 months.

Risk and Response: Beyond 2000

April, pg. 65, H. Felix Kloman
In the future, risk management will not be restricted to insurance or risk financing, but will holistically embrace all forms of risk that affect the organization.

A New Look at the Broad Form Nuclear Exclusion

April, pg. 95, Andrew M. Roman
According to a recent court decision, this exclusion does not bar all coverage from nuclear risks. Risk managers can take comfort, therefore, in

knowing that the nuclear exclusion may not be so broad after all.

Plugging into the Information Superhighway

June, pg. 50, Russ Banham
The Information Superhighway is changing the way businesses gather data, communicate and serve their customers. These changes will increase risk managers' access to information on all aspects of corporate risk.

RIMSNET: The Information Edge

June, pg. 71, Darian M. Patchin
With the widespread availability of RIMSNET, the online information revolution offers risk managers benefits uniquely tailored to their profession.

A New Realm of Risk Management

July, pg. 16, David A. Olsen
More than ever, risk managers are thinking globally and are becoming risk strategists who take a broad view of their responsibilities.

The Convergence of Risk

July, pg. 22, Russ Banham
Companies that regard all of their risks as a totality will be able to make better decisions to protect themselves.

A Rebirth of Risk Management

July, pg. 71, Edward G. Troy
In the "new economy," five major forces of change are influencing the role risk management will play in tomorrow's business environment.

RIMS Is Coming to Town

September, pg. 61, Scott Lange
This first installment in a three-part series informs members about the logistical process behind the RIMS Annual Conference.

RIMS Annual Conference: Behind the Scenes

October, pg. 71, Scott Lange
This second installment describes how educational session content is developed and how risk managers can benefit from attending courses.

Networking for Success at the RIMS Annual Conference

November, pg. 55, Scott Lange
This final installment discusses the vast networking opportunities the conference provides to attendees.

The Insurance Professional in a Virtual World

November, pg. 37, Ann Deering
As the insurance industry takes advantage of the Internet's communication capabilities, customers will benefit from the range of information.

CAPTIVES

Captives Captivating Businesses Worldwide

March Supplement, Brian Christine
The burgeoning growth in captives is proliferating throughout Europe, Asia and Latin America.

Domicile Roundup

March Supplement, Brian Christine
An overview of principal domiciles available to the U.S. captive market.

The New Insurance Paradigm-Captive Companies

March Supplement, Roger Gillett
Captives represent a new paradigm in risk financing that organizations are embracing.

Loss Control: Growing Role for Captives

March Supplement, Jeff Reid
Parent companies increasingly are using captives to utilize loss control services.

Factors to Consider When Forming a Captive

March Supplement, Brian Christine
Ways the captive will benefit the organization.

The Confidence Game

August, pg. 53, Keith D. Holler
When establishing a captive or self-insured retention, "confidence levels" or advanced statistical models, can help determine how much protection is enough.

ENVIRONMENTAL

Browsing Through the Environmental Marketplace

January, pg. 53, Janet D. Moylan
Environmental insurance is not a stand-alone product but a framework for coverage that can be molded or crafted to specifically cover the environmental loss exposures at hand.

Redevelopment Under State

Superfund Laws
April, pg. 29, Harry F. Kłodowski, Jr.
While most environmental Superfund law discussion is at the federal level, 49 states now have passed their own hazardous substance cleanup laws. Risk managers must be aware of reforms enacted on the state level.

New Requirements Under the Clean Air Act

March, pg. 25, Vincent A. Rocco
Considering the powers the Clean Air Act Amendments give to the EPA and the states, it is vitally important that risk managers ensure that their companies are in compliance.

Redeveloping Contaminated Properties

April, pg. 58, Mark Vuono and Robert P. Hallenbeck

Until recently, due to the risks associated with contaminated property, redeveloping "brown-fields," for commercial use was virtually impossible. Now, despite strict, joint, several and lender liability and burdensome cleanup standards, local governments, developers and environmental insurers are redeveloping sites in a profitable manner.

Pursuing Smaller Coverage Claims

April, pg. 75, Finley Harcham

Policyholders are wrong to believe there is no point in pursuing a small environmental, asbestos or other toxic tort claim in court. Nothing is further from the truth: success in these smaller cases is possible.

Making Sense of Environmental Compliance

November, pg. 41, Dan M. Chilcutt

To improve compliance with the hundreds of environmental statutes passed since the 1970s, companies can conduct environmental audits of their operations to identify potential violations and liabilities.

INSURANCE COVERAGE

What's Wrong With D&O Insurance

January, pg. 29, Eugene R. Anderson and Randy Paar

Companies buy insurance to help them sleep easy; unfortunately, D&O insurance does not always buy this peace of mind. Directors and risk managers must learn how to combat the adversarial posture taken by insurers concerning D&O claims.

Getting a Handle on Commercial

Automobile Costs

March, pg. 29, James G. Vendetti

With expected economic growth through the year 2005, the cost of commercial automobile insurance is likely to increase. For risk managers, the goal is to create a broad program at a reasonable cost.

Your Next Airline Flight: Worth the Risk?

April, pg. 47, Vernon L. Grose

The spate of fatal airline accidents has revived public awareness, sensitivity and even concern about the risks of flying.

Foreign Language Warnings and the Duty to Warn

April, pg. 83, Rosario M. Vignali

Are manufacturers legally required to provide a product warning in a language other than English? Given that product defects can arise from safety communications that are not passed along to consumers, manufacturers must determine when non-English and multilingual warnings are appropriate.

Celebrities at Risk

May, pg. 18, Nancy Hooper

Why do media figures become targets of violent pursuers? More than any other reason, they are presented as intimate figures in our lives, according to security expert Gavin de Becker. Managing the risk of dangerous encounters has become a specialty that relies upon early detection, computer-based assessment and a detailed written policy.

Bringing D&O Insurance Right on Target

May, pg. 44, Joseph P. Monteleone and Nicholas J. Conca

While critics of D&O insurance say its insurers rarely pay claims on these policies, here is an overview of why it is a valid form of coverage that risk managers can effectively use to protect their directors and officers.

Insurance Broker as Risk Consultant

June, pg. 33, Norman L. Rosenthal

Over the next 10 years, insurance brokerage firms will operate much like investment banking firms, and brokers will serve as risk consultants employing a diverse range of skills outside the traditional insurance sector.

Comparing Fees and Commissions

June, pg. 39, Jack R. Perez

Are fees or commissions the best method for compensating insurance brokers? Selecting the best method depends on the client's needs and the amount of broker expertise required to service the account.

How Much Security Is Enough?

June, pg. 63, Allan M. Apo

Building owners and managers are increasingly held liable for their tenants' risk exposures. Special care must be taken to identify and mitigate these exposures to protect tenants from crime and owners from litigation.

Derivatives: Beyond the Rhetoric

July, pg. 37, Robert Brooks

Despite negative press concerning huge losses, the use of derivatives can help organizations clarify exposures and enhance their financial profiles.

Monitor, Measure and Control:

The Derivative Mantra

July, pg. 41, Brian Kawamoto

Here are suggestions on how every organization can proactively manage risk exposure from derivatives.

A Strategic Approach to Risk Financing

July, pg. 46, Gregory Berg and Jerry Miccolis

Transferring too much risk can cause millions of dollars of losses a year, while companies that underestimate risk will fail to protect their assets.

Brokers at the Helm: Navigating

the Risk Financing Frontier

July, pg. 53, Frank G. Zarb

To finance their clients' risk effectively, brokers can play a role in helping steer their clients through capital and insurance markets.

Shopping the D&O Market

July, pg. 65, Stephen Sills

Favorable liability limits, deductibles and premium terms are available. But is your company getting the D&O coverage it needs?

Piecing Together the Reinsurance Puzzle

August, pg. 17, John R. Cashin

The reinsurance industry is reinventing itself in the 1990s by expanding its customer base to compete with insurers, its traditional customers. In fact, reinsurers of the 21st century increasingly will be regarded as bona fide strategic risk financing specialists.

Finite Risk Contracts: An Enlightened Approach

August, pg. 23, Michael D. Hamer and Thomas R. Dickson

Over the last few years, many corporations have used finite risk insurance in situations where these products provide better protection and more stable pricing than annual insurance contracts.

The P&I Club Saga

September, pg. 38, Russ Banham

This real-life insurance drama, which pitted international maritime interests and the oil industry against the Coast Guard, had the elements of a paperback thriller. Just days before the crucial deadline, two new insurance facilities were established, indicating that even the most problematic risk is not insolvable.

Flight to Quality

September, pg. 53, John Kelly

Corporations that rent or lease aircraft are open to significant non-owned aircraft liabilities. Here is a look at some suggestions for managing these risks.

Joint Ventures: A Primer for Risk Managers

November, pg. 26, Robert L. Bernens

Joint ventures pose a new set of rules that may call for a valuable risk management contribution.

A Tug of War: Accounting Rules and

Finite Risk Programs

November, pg. 45, Edward S. Koral

Accounting rules can threaten the desired benefits of multiyear insurance contracts. Companies need to carefully evaluate the pluses and minuses before committing to a finite risk program.

Navigating the Marine Insurance Market

December, pg. 44, Richard D. DeSimone

Emerging markets, infrastructure problems, high cargo theft rates and a changing regulatory landscape are causing marine insurers to reevaluate their business philosophies as they focus on returning stability to the marine market.

EMPLOYEE BENEFITS/ HEALTH CARE/MANAGED CARE

Merging Managed Care and Workers' Compensation

February, pg. 15, Mark H. Tabak

The rapid integration of managed care techniques into workers' compensation programs may startle some risk managers. If used effectively, however, the same techniques that let companies deliver successful group health benefits will also let risk managers gain control over the \$30 billion-a-year market for U.S. workers' compensation.

The Value of Medical Case Managers

February, pg. 49, Bruce McEwan

The medical case manager has special resources at his fingertips for counseling and educating about injured employee treatment. Assessing and reviewing a policy can save risk managers' peace of mind.

Creating a Harassment-Free Workplace

February, pg. 53, Arthur Gross Schaefer

and Muriel A. Finegold
Creating a safe work environment is not only critical for liability management, it helps to protect the company's reputation and future success. It all starts with a strategy.

Health Cost Management and Pharmacy Benefit Plans

May, pg. 10, Michael N. Cannizzaro

Traditionally known for effectively managing the prescription drug benefit, pharmacy benefits managers (PBMs) will ultimately play a central role in reducing overall health care costs.

The Advantages of Benefits Outsourcing

July, pg. 61, Edward G. Pringle

Some companies believe that outsourcing allows human resource personnel to assume a more strategic role and gives employees instant access to benefits information.

How to Transplant Organ Transplant Risk

September, pg. 10, David R. de Coriolis

Corporate risk managers who assume they are adequately covered for employees' comprehensive organ and bone marrow transplants may be in for a surprise. Here is a look at some of the risk transfer alternatives for transplant risks.

Integrating Benefits

September, pg. 17, RIMS Employee Benefits Legislation Subcommittee on 24-Hour Coverage
Although many employers have adopted a wait-and-see approach to this combination of traditional health and workers' compensation insurance, the idea of 24-hour coverage is here to stay.

Managing Off-the-Job Injuries

September, pg. 23, David K. Patterson

Because of the potential savings from occupational injury disability management, risk managers are considering this approach for the management of non-occupational injuries. Organizations that do not have a proactive strategy in place may be missing out on an important competitive advantage.

Carving out a PPO Network

September, pg. 29, Nancy Rothenberg

As employers have reduced costs by using PPO contracts for physician and hospital services, many are beginning to realize that those techniques can be applied to a variety of specialty services, including workers' compensation.

Cashing in on Medical Spending Accounts

September, pg. 33, Peter Thompson and Trent Byberg

When used to their full potential, MSAs can provide substantial tax savings to employees and employers alike. The authors offer compelling evidence to support a win-win situation.

The Evolution of Ergonomics

September, pg. 47, Tom B. Leamon

Although the science of ergonomics has revealed a wealth of knowledge for improving productivity and reducing health and safety risks, certain myths can lead corporations to misunderstand the nature of ergonomic injuries and interventions.

Managing Surveillance Activities to Contain Workers' Compensation Costs

November, pg. 49, Jeff Maldonado

When conducted properly, disability surveillance can be an important tool in preventing workers' compensation fraud. Employers have a legal right

to investigate suspicious claims as long as they are careful to respect employee privacy.

The Net Benefit of Disability Integration

December, pg. 26, James D. Blinn and Pamela J. Saunders

Only recently have legislators, regulators, insurers and employers begun to consider the benefits of employee disability claims integration to create a strategy for reduced costs, simplified administration and the assurance of quality health care.

INTERNATIONAL

The New Global Geometry

February, pg. 20, Russ Banham

Industry experts may have predicted the demise of multinational networks, but multinational pooling is still the best way to insure global benefits and save corporations lots of cash.

Japan's New Insurance Frontier

March, pg. 14, Russ Banham

Japan's need for foreign insurance capacity and risk management expertise have been starkly demonstrated in the wake of the devastating earthquake in Kobe. Observers are hopeful that new changes in Japanese insurance laws will help it emerge as an expanding market for foreign insurers.

Opportunities Rising in the East

May, pg. 37, Robert C. Meder

Although insurance markets in Pacific Rim countries have been protected by national governments, this situation is changing as these countries are relaxing restrictions against foreign investment.

Currency Exposures: Lessons Learned in Mexico

July, pg. 31, James W. Hutchins

To deal effectively with a major or continuous devaluation of currency calls for the multinational risk manager's best insurance, financial, analytical and political skills.

There's More to London than Lloyd's

August, pg. 42, Chris Best

Despite the problems associated with Lloyd's—which that venerable British institution is currently striving to solve—the London market is here to stay.

Global Flow of Insurance Premium

October Supplement, pg. 9, Richard Carris

The recent passage of several international trade pacts is a start toward bringing about true international competitiveness.

You Say Assurance, I Say Insurance

October Supplement, pg. 16, Louis M. Cardillo

Mistranslated insurance policies create a hidden exposure for multinational companies.

ACE Turns 10

October, pg. 41, Kathryn Z. West

Before there was PartnerRe, Mid Ocean, SCUUL, XL or Coda—there was ACE. At the 10th anniversary of the founding of ACE, former and current chairmen of the Bermuda excess insurer discuss the company's impact on insurance markets worldwide.

Going Forward with Global Investments

November, pg. 12, John Stites

To ensure trade success in emerging markets,

risk managers must work with their overseas partners to address insurance coverage and complicated issues such as political risk, business interruption and contractual liabilities.

Working in Russia: Yesterday Today Tomorrow

November, pg. 22, Sherrie Dulworth

As Russia's economy continues to evolve, increasing numbers of Western executives are traveling and working in this country. For multinational corporations, providing workers' compensation and health care coverage for expatriates is an ongoing challenge.

LEGAL/REGULATORY

Managing Contractor Risk

January, pg. 45, Allen J. Bova

Shoddy work, contractor negligence, contractor bankruptcy and work delays can all occur if the contractor is not managed and the contract is not written correctly.

Litigation and Lead Paint Claims

February, pg. 38, Richard Fogel

The large judgments awarded in recent lead paint-related lawsuits and the common occurrence of children as victims are why defense attorneys and risk managers should adopt careful strategic planning.

IRS Fighting Deductibility of Captive Premiums

April, pg. 112, P. Bruce Wright

The Internal Revenue Service is appealing a decision that captive insurance premiums should be deductible.

The Best Defense Against Class-Action Lawsuits

July, pg. 74, A. Quentin Orza II

The number of class-action lawsuits filed each year against companies by their own shareholders has doubled. A D&O policy with the most comprehensive cost allocation can be a starting point for companies to protect themselves.

1995: Insurance Legislation Takes Its Turn

December, pg. 48, Anne B. Allen

The past year was a busy one for U.S. and Canadian lawmakers. Here is a wrap-up of the bills that passed, those that failed and those that were carried over for consideration in 1996.

LOSS CONTROL/DISASTER MANAGEMENT

Reputation Management:

How to Handle the Media During a Crisis

March, pg. 43, Michael W. Kempner

Your company's largest manufacturing facility is being ravaged by a disastrous fire or your most popular service has just been declared unsafe. What do you say besides "no comment?" Here's how businesses can emerge from potential disasters virtually unscathed.

A Changing World: Science, Business and Risk Prediction

April, pg. 21, Russ Banham

A fundamental shift is occurring in how risks can be predicted, with business hoping to draw from the vast storehouse of scientific information to enhance catastrophe preparations.

Emergency Planning for High-Rise Buildings

April, pg. 38, Daniel E. Della-Giustina
Emergencies such as fires, bomb scares and earthquakes present special dangers for high-rise buildings and special challenges for risk managers.

Employers' Liability in the United Kingdom

April, pg. 107, Tony Dowling
The elimination of unlimited employer's liability coverage in the United Kingdom is forcing companies to adopt new limits and rising rates.

Economic and Safety Advantages of Sprinklers

May, pg. 27, Ronald A. Stein
Most risk managers recognize the value of sprinkler protection as a property loss control tool. The use of sprinklers can also provide significant economic and regulatory benefits.

Catastrophe Insurance Futures

August, pg. 31, Kathleen McCullough
These innovative financial tools can be used to increase capacity and to hedge against catastrophe losses. Although catastrophe futures have considerable potential, there are serious obstacles to their widespread acceptance.

Improving Quality in Loss Control Management

August, pg. 58, Dr. K. K. Navaratnam
The greatest opportunity for improving loss control lies in using total quality management. More than just a quick fix, improved quality requires senior management involvement, commitment to a long-term plan, formation and coordination of project teams, widespread education and control of the organization's rate of change.

Disaster Management: Lessons Learned

October, pg. 19, Brian Christine
Recent disasters such as the Kobe earthquake, terrorist bombings in Oklahoma City and Tel Aviv, brush fires near Sydney, Australia, and a string of crises in California have revealed real-life lessons for risk managers.

Making Sense of Violence in the Workplace

October, pg. 50, Sandra J. Kelley
No longer confined to incidents between coworkers or employees confronted by angry customers, workplace violence includes disputes from workers' private lives brought onto the job. As the problem grows, risk managers should be aware of several warning signals and liability issues.

Coping with Crises:

How Critical Incident Debriefing Helps

October, pg. 58, William T. Buck
Critical incident debriefing, a group counseling method that helps witnesses and survivors of traumatic events cope with their emotions, can reduce workplace stress and improve productivity.

Anatomy of an Accident: How Forensic

Engineers Determine What Went Wrong

October, pg. 63, Geetha Rao
Forensic engineering is an effective tool for identifying

reasons why accidents occur and strategies for preventing future problems.

Business Travel: Be Protected

November, pg. 19, William C. Smith
One of the hazards business travelers face is crime. A personnel protection program can reduce the risk by training employees how to avoid being victimized by theft, assault and other security problems.

Keep Plugged In: Electrical System and Data Center Audits

December, pg. 41, Chris Kleronomos
When reviewing data center protection programs, companies often overlook the condition of their facilities' electrical infrastructure. The kind of problems that result can inactivate computer and communications networks, bringing business to a complete halt.

WORKERS' COMPENSATION

Simplifying the Return-To-Work Maze

February, pg. 45, Rebecca Shafer & Elizabeth Graham
Many companies are reluctant to initiate transitional work programs. Risk managers, however, can point out the usefulness of encouraging injured workers as productive members of the work force, helping employers decrease short- and long-term disability insurance and creating a return-to-work rate of up to 90 percent.

Do Your Service Providers Measure Up?

June, pg. 45, Christopher E. Mandel
Since workers' compensation costs can run from 60 to 70 percent of a company's total cost of risk, improving the performance of workers' compensation providers should be a top priority. The KFC Corporation shares the "pay for performance" program it has developed for this key area.

10 Tips for Disability Management Programs

June, pg. 57, Jasen Walker, Gordon Heile and Fred Heffner
Although each company must develop specific recommendations for reducing disability costs, all can benefit from a comprehensive disability management program.

CLAIMS MANAGEMENT/LITIGATION

Technology in Claims Management

December, pg. 13, James D. Engel
Insurers who make technology investments to provide policyholders with improved access to claims information help them more effectively communicate and manage losses.

Claims Worst Practices: State of the Art?

December, pg. 17, Richard Cairis and Steven Finkelstein
Much has been written about "claims best practices," but many risk managers believe that their insurers and TPAs have more often model "claims worst practices."

Principles of Personal Data Protection

December, pg. 35, Pierrôt Péladeau
As organizations grow increasingly dependent on electronic information systems, they add exposures that require improved information management and protection strategies.

CONFERENCE COVERAGE

RIMS Environmental Course Review,

January, pg. 62
Computers Under the Hack Attack,
March, pg. 49
The Shocking Truth of Electrical Risks,
March, pg. 50
Rocky Mountain Risk Management Conference, April, pg. 116
RIMS Minnesota Conference, April, pg. 121
Quality and the Risk Management Process, June, pg. 78
AIRMIC and the Art of Risk Management, July, pg. 81
Networking and Blue Crabs at RIMS' Mid-Atlantic Conference, August, pg. 12
Monte Carlo Global Forum, October, pg. 4
Florida Chapters Educational Conference: A 20th Anniversary, October, pg. 74
Risk Managers Chart Course for Success at West Coast Conference, November, pg. 59

NEWS CURRENTS

Vermont's Risk Retention Groups and the NAIC, May, pg. 49
Latin America Opens Door for Trade Growth, June, pg. 8
Are Regulations Choking Business Growth? July, pg. 85
Special Events Coverage Often a Tug-of-War, September, pg. 64
Insurance Act Changes Sweep Bermuda's Shores, September, pg. 66

NEWS ANALYSIS

Poland's Move to Market Reforms, January, pg. 64
The Newly Reconfigured Health Care System, February, pg. 64
Coming to Terms with Cellular Fraud, March, pg. 56
Protecting Information and Privacy, April, pg. 128
Outsourcing: More Efficient Risk Management? May, pg. 56
Demystifying Insurance Ratings, June, pg. 80
Assessing Alternative Risk Financing Strategies, August, pg. 72
Polishing S&P's Crystal Ball, September, pg. 72
Seek and Ye Shall Find, October, pg. 80
Do Due Diligence: A Risk Manager's Merger Checklist, November, pg. 64
15 Points for Risk Management, December, pg. 64

RISK MANAGEMENT.

655 THIRD AVENUE NEW YORK, NY 10017
212-286-9364 FAX: 212-922-0716

